



This report was produced by the Miami-Dade County Communication Department  
and the Office of the Mayor





# State of the County 2005





## Table of Contents

|                                                                         |    |
|-------------------------------------------------------------------------|----|
| Overview .....                                                          | 2  |
| Mission Statement .....                                                 | 2  |
| Neighborhood & Unincorporated<br>Area Municipal Services .....          | 3  |
| -Improving our neighborhoods through<br>improving the environment ..... | 5  |
| Public Safety .....                                                     | 7  |
| Transportation .....                                                    | 11 |
| Recreation and Culture .....                                            | 13 |
| Health and Human Services .....                                         | 17 |
| Economic Development .....                                              | 21 |
| General Government<br>(Enabling Strategies) .....                       | 23 |
| -Improving Customer Service .....                                       | 23 |
| -Improving Government through<br>the Use of Technology .....            | 27 |





**Carlos Alvarez**  
*Mayor*

**Board of County Commissioners**

**Joe A. Martinez, Chairman**  
**Dennis C. Moss, Vice-Chairman**

**Barbara J. Jordan**

*District 1*

**Dorrin D. Rolle**

*District 2*

**Dr. Barbara Carey-Shuler**

*District 3*

**Sally A. Heyman**

*District 4*

**Bruno A. Barreiro**

*District 5*

**Rebeca Sosa**

*District 6*

**Carlos A. Gimenez**

*District 7*

**Katy Sorenson**

*District 8*

**Dennis C. Moss**

*District 9*

**Sen. Javier D. Souto**

*District 10*

**Joe A. Martinez**

*District 11*

**José "Pepe" Diaz**

*District 12*

**Natacha Seijas**

*District 13*

**Harvey Ruvin**

*Clerk of Courts*

**George M. Burgess**

*County Manager*

**Robert A. Ginsburg**

*County Attorney*

Miami-Dade County provides equal access and equal opportunity  
in employment and services and does not discriminate on the basis of disability.



Carlos Alvarez  
Mayor

**January 2005**

**Dear Fellow Residents of Miami-Dade County:**

This is my first State of the County report and I am pleased to announce there is much of which to be proud. Significant accomplishments were made during the past year and I look forward to building on that record of success during my term as your Mayor.

The first-ever Strategic Plan was released in September. It is designed to help us improve County programs and services in a fiscally responsible way - from managing growth to ensuring public safety.

For the ninth year in a row, we have seen a decrease in violent crimes. We have taken further steps to secure our system of airports and seaport and train emergency responders for these uncertain times.

We provided much-needed assistance to neighboring counties following a devastating hurricane season. We showcased all that Miami-Dade County has to offer during the first Presidential debate and the MTV Video Music Awards, and will continue to seek out such events.

Miami-Dade County residents invested in their futures when they overwhelmingly passed the \$2.9 billion General Obligation Bond. In big ways and small, this money will enhance the quality of life for all residents -- from new sidewalks and street signs to employment opportunities and economic growth.

A world-class Performing Arts Center will house the best music and dance Miami-Dade County has to offer. A state-of-the-art baseball stadium would give the World-Series-winning Florida Marlins a permanent place to call home.

We will seek to make Miami-Dade County the place where the economies of the Western Hemisphere unite, as we work to become the permanent Secretariat of the Free Trade Area of the Americas.

One of our biggest challenges remains improving transportation. We will strive to ease congestion and expedite your daily commute with a combination of simple solutions and innovative ideas.

As I begin my term in office, I pledge to make Miami-Dade County government more responsive, respected and results-oriented. It is truly my honor to serve as your Mayor.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlos Alvarez", with a stylized flourish at the end.

Carlos Alvarez  
Mayor

## Overview

Three years ago, Miami-Dade County went out into the community to discover what residents wanted from their local government. Learning about what programs and services our residents wanted to see enhanced or improved, helped guide the development of the County's first-ever Strategic Plan. This State of the County booklet will outline your local government's most recent accomplishments in seven major strategic planning areas:

- Neighborhood & Unincorporated Area Municipal Services
- Public Safety
- Transportation
- Recreation and Culture
- Health and Human Services
- Economic Development
- General Government (Enabling Strategies)

If you would like more information about how Miami-Dade County is working for you, please call us for a free Community Scorecard at 786-331-5320 or log on to [www.miamidade.gov/stratplan](http://www.miamidade.gov/stratplan) to download a copy. This "initial" scorecard will provide you a snapshot of where we are at providing services to residents.



## Mission Statement

*Delivering excellent public services that address our community's needs and enhance our quality of life.*





## Neighborhood & Unincorporated Area Municipal Services

The County's Mission is to provide efficient, accountable, accessible and courteous neighborhood services that will enhance the quality of life and involve the community. In 2004, the County continued ensuring that public roads are repaired, neighborhoods and parks are kept clean and safe, water is running, building codes are enforced and future community development is managed effectively.

The County also continued its commitment to maintaining a delicate balance between urban growth and environmental protection through several programs, services and clean-up efforts designed to improve our environment.

- Approximately 503 homeowners "in need" had their homes painted and landscaped and 49 minority contractors were certified as Community Small Business Enterprises.
- Team Metro's Government-on-the-Go bus traveled to dozens of local neighborhoods to take part in 268 events. Team Metro employees also hosted more than 530 community meetings and invited 231 residents to participate in the Citizens' Academy, a program to educate residents on the role of their local government.
- Department of Solid Waste Management (SWD) successfully implemented a revised Landscaper Program, converting a free disposal program used by commercial lawn care and landscaping businesses to a "pay-as-you go program," saving an additional \$200,000.
- SWD also completed the construction of a new 10-acre ash landfill cell at the Resources Recovery Facility.
- The Office of Community and Economic Development (OCED) completed construction of five street improvement projects in Poinciana Industrial Center, South Miami and West Little River, and participated in the re-structural development of the Sandy Pines Housing Initiative in South Miami-Dade.



*The Solid Waste Department has commenced the first phase of the largest automated garbage collection program in the state.*

- In conjunction with the Department of Planning and Zoning (DPZ), OCED completed five community plans for Neighborhood Revitalization Strategy Areas.
- The Public Works Department (PWD) completed 67,183 linear feet of new sidewalks and 169,504 linear feet of sidewalks were repaired. Approximately 446 drainage structures were set and 30,861 linear feet of drainage pipes were installed.
- The Department of Environment Resources Management (DERM) continued to ensure residents receive flood insurance discounts. Last year, residents received \$12 million in savings on their flood insurance policies as a result of community awareness programs under the Community Rating System (CRS) of the National Flood Insurance Program (NFIP).
- The Office of Historic Preservation helped to preserve Dice House Historic Site, the oldest house in Kendall, by negotiating its relocation and adaptive reuse to nearby Continental Park. An additional \$20 million in funding was successfully secured for other historic preservation projects through the passing of the Building Better Communities Bond Program during November's General Election.
- Building Code Compliance Office (BCCO) installed window protection on the Miami Springs Senior Citizen Center.



The Public Works Department (PWD) acquired a new \$1.6 million helicopter for more effective and efficient mosquito spraying funded partially by the federal government. In 2004, the Mosquito Control Division sprayed a total of 785,000 acres.



## Improving our neighborhoods through improving the environment

- OCED and DERM partnered to remove five separate 50-gallon containers of an unidentifiable liquid illegally dumped within the Poinciana Industrial Center.
- The Port of Miami developed an environmental stewardship program supporting a proactive environmental policy.
- The Miami-Dade Aviation Department earned ISO 14001 certification for its Facilities Management Division, demonstrating a commitment to environmental stewardship. No other airport maintenance and engineering division in the United States has earned this distinguished certification for environmental stewardship. Three years ago, Miami International Airport was the first U.S. airport to receive ISO 14001 certification for the efficient operation of its fuel storage facility.
- This past year, the Aviation Department cleaned 5.5 billion gallons of contaminated subsurface water and removed one million tons of contaminated soil. Two hundred buried fuel tanks have been either removed or replaced, and on the airfield, more than 50 burrowing owl nests have been protected.
- DPZ worked closely with the agricultural and development industry to complete the County's Agriculture and Rural Land Study, and provided environmental reviews for 150 projects.
- Water and Sewer Department's (WASD) POWER Efficiency Program generated an energy conservation savings of more than \$4.8 million. The Department treated approximately 124 billion gallons of drinking water and 103 billion gallons of wastewater.



*A Water and Sewer employee uses a sandblaster to clean various large-capacity pipes. By pouring salt into these pipes and sanding them down on a regular basis, the department ensures they remain in top working order.*



*A Water and Sewer employee demonstrates a pilot test to explore various disinfectant technologies.*

- WASD's drinking water was judged "Best Tasting" at a taste test sponsored by Region VII of the Florida Section - American Water Works Association and two of WASD's wastewater treatment plants won Peak Performance Awards from the Association of Metropolitan Sewerage Agencies.
- The US Army Corps of Engineers awarded the first segment of the \$74.5 million Miami River Dredging Project contract in April and commenced dredging of the river.
- Last year, DERM hosted its 22nd Annual Baynanza and Biscayne Bay Cleanup Day. More than 7,000 volunteers collected 19 tons of debris from 28 different sites on Biscayne Bay.



*DERM's Adopt-a-Tree Program celebrated its fourth successful season by giving away more than 18,000 free trees to the residents of Miami-Dade County reaching a total of 67,254 free trees given away since 2001.*



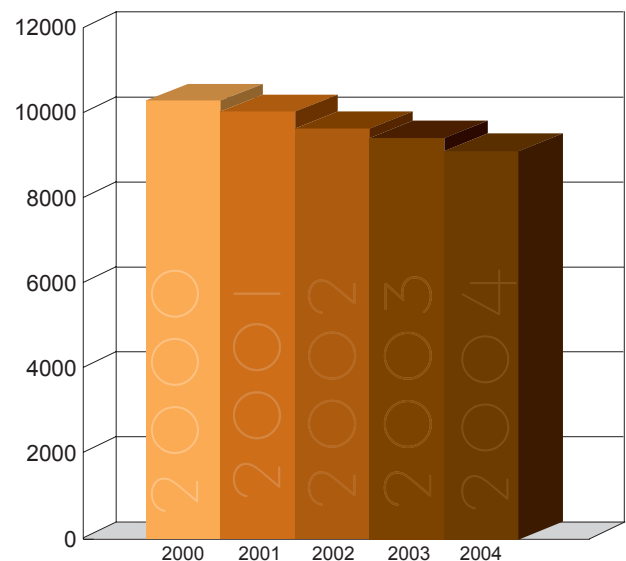
## Public Safety

The County's Mission is to provide a safe and secure community through public safety services that are coordinated, professional, courteous, efficient and effective. In 2004, Miami-Dade County continued its commitment to expanding public safety efforts, seeking federal funds to secure our critical infrastructure and strengthening our first responders to ensure a quick and effective response time.

- The Miami-Dade Police Department's (MDPD) Convicted Offender DNA Non-Compliance Clearinghouse (CODNC) enforcement squad was established in February 2004, requiring DNA analysis results from offenders convicted of certain felonies be submitted to the Florida Department of Law Enforcement's database. CODNC detectives researched more than 12,304 names, obtained 499 court orders for DNA, conducted 11 sweeps, collected 221 court-ordered DNA samples, conducted nine presentations and entered 43 Persons Alert Messages. Additionally, 113 cold cases have been assigned for investigation, resulting in 33 cold case closures.
- MDPD's Warrants Bureau conducted 29 Saturday warrant sweeps that resulted in the arrest of 1,962 wanted individuals, a 12.4% increase in arrests.
- MDPD's Underwater Recovery Unit recovered 362 stolen vehicles, and 22 submerged vehicles as a result of traffic accidents.
- MDPD's Special Patrol Bureau participated in the planning and successful implementation of the Presidential Debate at the University of Miami.
- The Housing Agency investigated and closed 355 cases of fraud and other investigations, including the removal of 16 assisted-housing participants under the "One-Strike" policy for violent or drug-related behavior or for harboring convicted felons in their housing units.

### Miami-Dade Police Department Violent Crimes

(Murder, Robbery, Forcible Sex Offenses,  
Aggravated Assault)

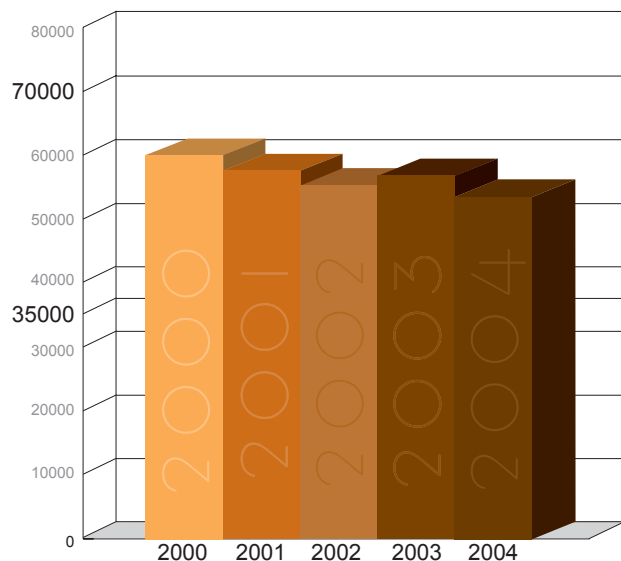


### Five Year Comparison

- 2003 to 2004 total cases are **down 3%**
- 2000 to 2004 total cases are **down 12%**
- 1996 to 2004 total cases are **down 41%**

Source: Crime Information Warehouse  
January 2005

## Miami-Dade Police Department Non-Violent Crimes (Burglary, Larceny, Auto Theft)



### Five Year Comparison

- 2003 to 2004 total cases are **down** 6%
- 2000 to 2004 total cases are **down** 11%
- 1996 to 2004 total cases are **down** 40%

Source: Crime Information Warehouse  
January 2005



*MDPD's Special Response Team conducted 142 search and arrest warrants and responded to 19 calls dealing with barricaded/suicidal subjects and hostage situations.*

- Team Metro Compliance Division handled 47,283 cases and reduced the average number of days to first inspection from 27 to 13 days. The Compliance Division also removed 851 abandoned vehicles and cleared 1,957 lots of unsightly and dangerous debris.
- As part of the "Fingerprinting for Kids Safety" program, approximately 8,000 children were fingerprinted and photographed for free by the Miami-Dade Corrections Department.
- Miami-Dade Fire Rescue (MDFR) enhanced service levels by placing four additional Advanced Life Support (ALS) suppression units in service.
- MDRF improved service quality by replacing 13 front-line fire trucks and eight rescue units, reducing the average age of these units.
- Completed construction of the replacement fire station for Hialeah Gardens Station 28.





*MDFR augmented service levels and reduced vacancies and overtime by hiring, training and deploying approximately 144 certified firefighters and licensed paramedics.*

- MDFR purchased a fourth helicopter to provide emergency medical transportation for trauma patients.
- The Office of Emergency Management (OEM) increased domestic preparedness with the assistance of \$450,000 in Metropolitan Medical Response System sustainment funds and \$1.15 million in State Homeland Security Grant Program funds.
- OEM also developed and hosted a series on disaster preparedness, which was produced and aired on Cable-TAP network.
- Building Code Compliance (BCCO) Contractor Investigations Section recovered more than \$539,000 for homeowners defrauded by unlicensed contractors.
- Several county departments teamed up to create and develop a public information campaign to inform homeowners about the risks of window security bars without easy-release latches.
- BCCO conducted three reverse-sting operations against unlicensed activities, resulting in 57 arrests, and operated 22 commercial vehicle checkpoints with law enforcement agencies, resulting in 252 citations and 231 arrests of unlicensed contractors.
- Building Department demolished 125 unsafe structures. Along with other county departments, building officials came to the aid of our Florida neighbors during the 2004 hurricane season by deploying teams of inspectors, plans processors and division directors to conduct preliminary FEMA damage assessments throughout Florida.



*The Office of Emergency Management (OEM) trained more than 500 emergency responders in radiological awareness, protection principles and the Turkey Point Response Plan and held a full-scale CERT exercise at Homestead Sports Complex.*



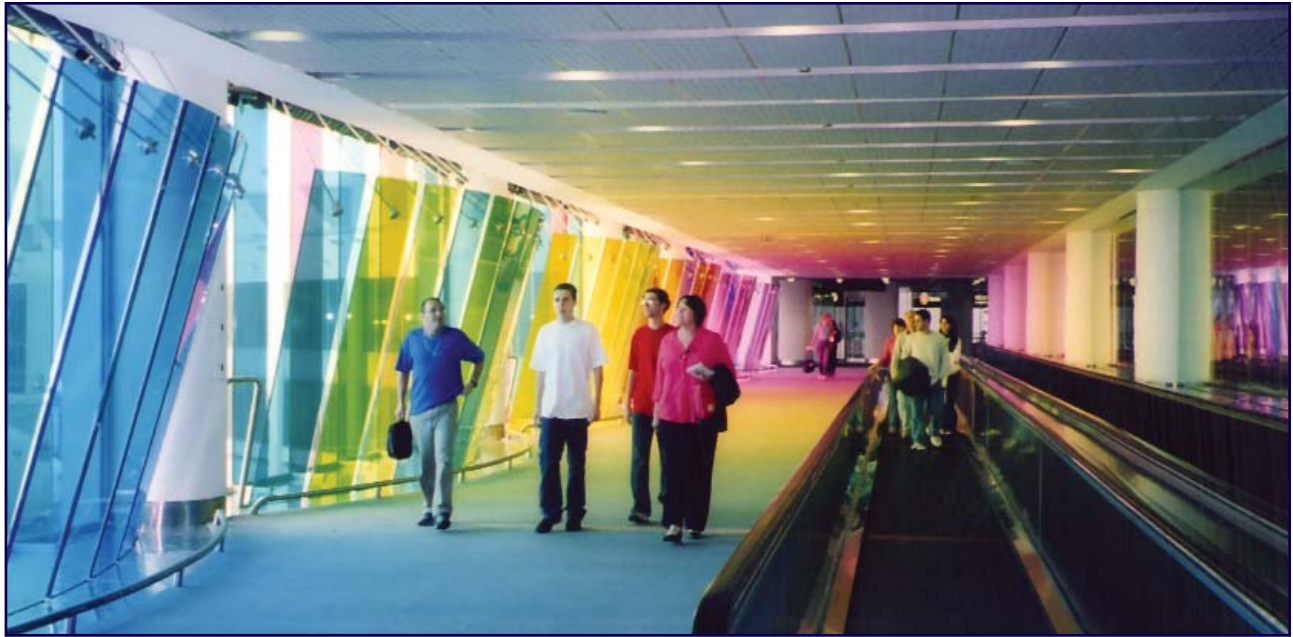
*OEM received 40 personal radiation monitors from the State of Florida Department of Health - Bureau of Radiation Control for integration into the County's Radiological Emergency Preparedness (REP) equipment cache and put the monitors to use during the CERT exercise.*



## T ransportation

The County's Mission is to provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce. This past year, the County continued to improve transportation, improve roadways and the safety of passengers at our seaport and airports.

- The Port of Miami introduced a newly redesigned roadway system, separating cruise and cargo traffic resulting in increased safety of cruise ship passengers.
- The Port of Miami also initiated a \$13 million program for the electrification of cranes and unveiled two newly constructed and electrified super-post Panamax container gantry cranes, augmenting the Seaport's competitiveness to meet projected increases in cargo volumes during the next 20 to 30 years.
- Miami International Airport's (MIA) fourth runway is operational and increased MIA's airfield capacity by 25% resulting in an 85% decrease in peak-time delays.
- MIA's Central Collection Plaza opened and added six entry lanes and 16 exit lanes, serving both the Dolphin and Flamingo parking garages. Patrons may now self-pay with credit cards.
- FedEx opened a \$50-million facility at MIA's Miami Gateway Hub, handling up to 6,000 packages per hour or 40,000 packages a day.
- MIA completed a pilot program to facilitate the secure and expeditious processing of International-to-International connecting passengers. The pilot program changes former in-transit lounges from holding rooms to pass-through facilities where federal inspections can be conducted.
- The Public Works Department (PWD) significantly improved safety and security at Rickenbacker toll plaza through the enhancement and installation of additional security cameras, lighting fixtures, safety signage and lane safety crossing gates.
- PWD resurfaced 72 miles of roadway; completed reconstruction of NW 62 Avenue, from 105 Street to NW 135 Street; initiated reconstruction efforts of Grand Avenue from SW 32 to SW 37 Avenue; and started the design of a roadway reconstruction project to address drainage problems along NW 82nd Avenue, from NW 7th to 10th Streets, and on NW 8th Street, from NW 87th to 79th Avenues.
- The Housing Authority partnered with Fannie Mae and Miami-Dade Transit to sponsor the Smart Commute Initiative, rewarding homebuyers who purchase homes within close proximity to public transportation with greater purchasing power and up to a year's worth of transit fares.



*In the past year, the combined number of travelers at Miami International Airport (MIA) rose 2.4% to more than 30 million passengers. International totals during that period increased 0.68% to almost 14 million travelers, while domestic totals increased 3.9% to more than 16 million passengers.*



*The Port of Miami remains the undisputed "Cruise Capital of the World" and the corporate headquarters for the world's leading cruise operators, including Carnival Cruise Lines, Celebrity Cruises, Norwegian Cruise Line, Royal Caribbean International, Oceania Cruises, and Windjammer Barefoot Cruises.*



## Recreation and Culture

The County's Mission is to develop, promote and preserve outstanding cultural, recreational, library and natural experiences and opportunities for residents and visitors today and for future generations. This past year, Miami-Dade continued its commitment to making our community a truly great place to live, work and play.

- The Miami Art Museum's (MAM) education program has increased participation with record attendance by families at the hands-on activity workshops during "Second Saturdays Are Free for Families."
- MAM received a federal grant from the Department of Education through the Miami-Dade Public School system to participate in a three-year museum magnet schools program.
- Every Thursday, the Historic Museum of Southern Florida presents "Live on the Plaza," which includes a free array of music, lectures, panel discussions and film viewings. Every Saturday, families are invited to participate in the free Family Fun Days. Children and their parents imagine, create and explore through hands-on activities, art, music, dance and storytelling. Special events such as the Miami International Map Fair and Harvest Festival attract more than 16,000 visitors annually.
- In 2004, more than 31,000 patrons visited the Miami-Dade County Law Library.
- Vizcaya Museum and Gardens secured funding of \$50 million through the County's General Obligation Bond program for capital projects, hosted five free admission days which welcomed more than 15,000 visitors, and completed restoration of the Blacksmith buildings.



*The Park Department's Division of Arts and Culture presented and promoted visual and performing arts throughout the County, hosting more than 200 events with more than 250,000 people in attendance.*



*Miami Art Museum partnered with Lighthouse for the Blind to conduct "Touch Tours for the Blind."*

- During the past year, Miami-Dade Art in Public Places (MAPP) completed three new art projects including:
  - A glass tile mural entitled Vistas by Luciana Abait at the Crandon Park Golf Course Clubhouse, Key Biscayne.
  - An installation by Donald Lipski entitled Got Any Jacks at Miami International Airport Concourse D - American Airlines extension.
  - A white terrazzo floor with mother-of-pearl and bronze inlays by Michele Oka Doner at the Miami International Airport Concourse D - American Airlines extension.
- In 2004, the Miami-Dade Parks and Recreation Department (Parks) expended \$33.1 million and encumbered \$20 million on 370 capital improvement project phases. Ninety different capital improvement projects were completed including:
  - Country Club of Miami Golf Course Renovation and Storm Water Mitigation
  - Amelia Earhart Park Soccer Complex - Phase 1
  - Kendall Indian Hammocks Park Soccer Fields
  - Crandon Golf Course Clubhouse
  - Pelican Harbor Park's Miami Fin Project - "From Swords into Plowshares"
  - Crandon Park Cabanas Restoration - Phase 2
  - Camp Matecumbe
  - Blue Lakes Park Lighted Walkway
  - Cutler Ridge Park Recreation Center
  - Eureka Park Field Center
  - Eureka Villas Park Field Center
  - Blue Lakes Park Field Center
  - Greynolds Park Campground Restoration
  - Tamiami Lakes Park
  - Deerwood Park Soccer Fields and Playground
  - Tropical Park Boxing Center Renovation
  - North Shorecrest Park
  - Charles Deering Estate, South Addition - Phase 1
  - Highland Oaks Park Lighted Walkway
  - Sunset Park Walkway and Renovations





*Guests enjoy musical entertainment at the "Love-In" at Greynolds Park, one of many events hosted by the Parks Department in 2004 to celebrate their 75th anniversary.*

- Last year, Parks celebrated their 75th anniversary and hosted several events including a "Love-In" at Greynolds Park; Broadway's Tap Dance Kid, Savion Glover performed with his dancers at the Dade County Auditorium; 4th of July Independence Day Celebration at Amelia Earhart Park; and the County's first Ribfest at the Homestead Air Reserve Park.
- Park's Miami-Dade Track Club brought home 20 medals from the 2004 USATF National Junior Olympics.
- The Park's fencing program was expanded from two sites to five and the basketball program was also expanded by adding Amateur Athletic Union Basketball available for girls and boys.
- The Park's Golf Operations experienced a 5.3% increase in rounds played at its facilities in the past year.
- The Park's Ballfield Maintenance Program spent more than \$200,000 re-sodding, renovating and top dressing 23 park soccer/football fields and five baseball diamonds were fully renovated.
- Approximately 459,404 residents and tourists visited Miami Metrozoo. With more than 900 wild animals in a cageless setting. Metrozoo is rated one of the top ten zoos in the country. In June 2004, the Zagat Survey U.S. Family Travel Guide named the zoo the "Top Rated Attraction in Miami."

- The Department of Cultural Affairs' Major Cultural Institutions Grants Program increased annually from \$4.020 million to \$4.550 million.
- The Cultural Affairs Department launched Culture Shock Miami, a student discount "tickets to the arts" program designed to provide high school and college students with \$5 tickets to cultural activities. The program received a special 2004 Sterling Council award.
- Cultural Affairs introduced a new outreach initiative providing low-income seniors with free opportunities to attend a variety of cultural events and venues.
- Cultural Affairs supported the development of 19 neighborhood cultural facilities and collaborated with the Greater Miami Convention & Visitors Bureau to publish and distribute more than 25,000 Miami Haiti Bicentennial Calendar of Events, a comprehensive guide to an array of activities to commemorate the 200th anniversary of Haiti's independence.
- Visitors to Miami-Dade Public Libraries increased to more than six million a year.
- West Dade residents benefited from the opening of the Concord Branch Library; extensive renovations were completed at the Edison Center and Culmer/Overtown branch libraries and at the North Dade Regional Library; architectural drawings were completed for the Golden Glades and Kendale Lakes branch libraries which will be the first of ten libraries to be constructed during the next six years.
- The Miami-Dade Public Library System was the 2004 recipient of the Association of Specialized and Cooperative Library Agencies (ASCLA) Exceptional Service Award for its "Connections: Library Service to the Homebound" program.



*More than 9,900 youth attended Miami-Dade Parks summer camps and more than 3,500 children participated in after-school activities including sports development, arts and crafts, and performing arts.*



## Health and Human Services

The County's Mission is to improve quality of life and promote maximum independence through health care, housing, and social and human services to those in need. In 2004, the County continued to improve services to children, elderly and those in need.

- Jackson Health Trusts' primary care and ambulatory clinics reduced wait times for patients from 222 minutes to 70 minutes.
- The Housing Authority spearheaded an informational campaign entitled "Don't Borrow Trouble," intended to help elderly and disabled homeowners avoid foreclosure due to unscrupulous lenders.
- The Human Services Department (DHS) provided treatment services to 2,273 victims and offenders of domestic violence, in addition to providing shelter and advocacy to 1,361 domestic violence victims.
- The Consumer Services Department conducted 14 free Small Claims Clinics to teach consumers how to use the small claims court process.
- The Animal Services Unit continued to provide low-cost pet vaccinations and dog licenses for those in need.
- Miami-Dade Public Library System partnered with The Miami Lighthouse for the Blind and other community agencies to encourage the reading and writing of Braille for children who are blind or have very low vision.
- The Community Oriented Policing Squad (COPS) initiated the "Emergency Elderly Information Kit Program" including pertinent information placed in a clear plastic magnetic pouch and placed on the participant's refrigerator door where it is visible and accessible to responding paramedics and police.
- Human Services' Elderly Disability and Veteran Services program provided supportive services to more than 2,600 elderly individuals and assisted more than 2,700 veterans to secure financial benefits from the U.S. Veterans Administration.
- Boot Camp cadets and Miami-Dade Corrections staff provided daily assistance to the Caribbean Hurricane Relief Effort by helping to pick up, receive, sort and package thousands of pounds of donated non-perishable food and clothing items.
- DHS coordinated sheltering for more than 10,000 evacuees and special needs residents during the 2004 hurricane season.
- After the devastation of Hurricane Charley, Miami-Dade Building officials visited the areas of Punta Gorda, Port Charlotte and Arcadia to provide damage assessment assistance. Building also provided classes on roofing installation, minor repairs and safety to hurricane volunteers in the affected areas.
- A program that helps build character, promote fitness and provide citizenship training for Miami-Dade's youth, successfully graduated two police explorer academy classes.
- Miami-Dade's Juvenile Assessment Center (JAC) arrest data on more than 100,000 juveniles is being used to drive national policy and will be the subject of a research project by the White House Office of National Drug Control Policy.



Aviation employees load one of many airplanes traveling to the Caribbean to deliver approximately 231,482 pounds of hurricane relief supplies collected by County residents, and local businesses, and distributed to Caribbean countries after the turbulent 2004 hurricane season.



- JAC's Post Arrest Diversion (PAD) program designed to keep first-time offenders out of the juvenile justice system documented a savings of \$21.3 million with more than 7,000 participating youths, a completion rate of 81%, and a re-arrest rate of only 4% for youths who successfully complete the program.
- The South Florida Workforce helped tutor, counsel and train more than 5,000 youths through in-school and out-of-school programs.
- The Corrections Department hosted the "Corrections Cares" Book Bag Giveaway filling more than 600 book bags with school supplies for disadvantaged children in the inner city.
- Corrections provided jail tours to 4,862 at-risk children and collected more than 780 toys during the holiday season to distribute to 127 families in need.
- Corrections Boot Camp Program was accredited by the American Correctional Association for providing a 10-month comprehensive, aftercare program for juveniles (adjudicated as adults) and young adult participants helping to reduce the rate and associated costs of incarceration.
- Volunteer Income Tax Assistance Program (VITA) staff assisted 1,572 clients with completing their income tax returns and the Neighborhood Assistance Bureau provided interim financial assistance to 1,912 medically disabled individuals with pending social security eligibility determinations.
- DHS Guardian Ad Litem Program handled a total of 1,572 cases.
- Consumer Services Department's Cooperative Extension Service provided 4-H educational programs to improve public speaking, leadership, and citizenship skills to more than 12,000 youth members and provided nutrition training to 16,000 low-income individuals through the Expanded Food and Nutrition Education and Family Nutrition Programs.
- With a \$534,356 grant from the Children's Trust, Parks welcomed 376 low-income children with special needs to the summer camp programs at Cinco de Mayo, Naranja, Tropical and Camp Matecumbe.
- 8,500 children participated in Park's Learn-to Swim Program.
- Miami-Dade Fire Rescue's (MDFR) Car Seat Installation Program serviced 300 residents, helping to ensure the safety of the County's youngest residents.
- MDFR installed more than 200 smoke detectors in the homes of low-income and elderly Miami-Dade County residents.
- The Dial-A-Life program continued to collect used, disconnected digital cellular telephones and reprogram them for use by at-risk residents. These phones allow users to call 9-1-1 for emergency assistance. Since the program's inception, 2,446 telephones have been collected and 1,114 telephones have been refurbished and delivered to distribution centers throughout Miami-Dade County.



*The Leisure Access Senior Program and the Community Action Agency (CAA) Senior Meals Program offered recreational activities at nine CAA Meal sites.*



*Miami-Dade Libraries provided more than 33,000 SMART (Science, Math and Reading Tutoring) educational tutoring sessions at all branch libraries.*



## Economic Development

The County's Mission is to expand and further diversify the local economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents.

- The South Florida Workforce connected human resource managers to qualified workers through a network of One-Stop Career and Youth Opportunity Centers and other venues in Miami-Dade County. In 2004, the South Florida Workforce served the community by:
  - Providing approximately 200,000 job seekers career placement services.
  - Funding scholarships for 75 residents for diesel mechanic training.
  - Helping 9,500 foreign entrants living in the country for five years or less to find jobs through the Refugee Employment and Training Program.
  - Working with 8,000 employers to offer free employee recruiting and screening, career advancement programs for existing staff, and facilitating business incentives.
  - Assisting 7,500 individuals and companies through training programs, and on-the-job training programs designed to upgrade existing workforce and create new entry-level jobs.
  - Helping more than 8,000 people make the transition from welfare, or temporary Cash Assistance for Needy Families (TANF).
- The Housing Agency closed 125 loans totaling more than \$2 million for the rehabilitation of homes belonging to low-income individuals, including 32 for elderly and 27 for disabled residents
- The Housing Finance Authority made \$10 million in mortgage-backed revenue bonds available to low and moderate income homebuyers in Miami-Dade County.
- The Department of Planning and Zoning continued development of an Inclusionary Zoning Ordinance for Workforce Housing to allow developers to voluntarily increase and integrate low to moderately priced housing with market-rate housing to achieve a more diverse and well-integrated community.
- The Port of Miami welcomed several new ships including Carnival's Valor and Norwegian's Spirit, as well as four new service providers including Amber, Amerigo, ECS, and PEX1.
- The Port of Miami continued to support more than 98,000 indirect and direct jobs to the local economy and generate an economic impact of more than \$12 billion.
- Through the Jay Malina International Trade Consortium (ITC) Air Cargo/Business Development Mission to Singapore, Hong Kong, and Shanghai - led by Miami-Dade County Commissioner & ITC Chair, Jose "Pepe" Diaz - the Miami-Dade trade delegation was able to, for the first time, visit these three Asian cities. The mission was undertaken to support the Airport's route development efforts in parts of Asia.
- ITC's Caribbean Trade Initiative Program organized a 16-person delegation on a business development mission to Trinidad, Tobago and Barbados. The delegation joined more than 700 local and foreign businesses displaying goods and services at the Trade and Investment Convention held at the Hilton Trinidad Hotel and Convention Center.
- Transit's Metrorail/Metromover/Busway Landscaping Maintenance Services Contract was modified to provide four additional zones - doubling the number of zones to eight - increasing the number of small business contractors able to receive work, and saving the County \$750,000 annually.

- The Office of Capital Improvements Construction Coordination (CICC) increased usage of the County's two miscellaneous blanket construction contracts for projects under \$1 million, thereby reducing the contracting time for these projects to less than 45 days. During the last two years, 1,400 of these smaller projects have been processed through miscellaneous construction contracts, providing opportunities to more than 350 local contractors, the majority of which are Community Small Business Enterprises.
- The Housing Agency is in the final relocation phase of the HOPE VI revitalization program at Scott Homes/Carver Homes public housing developments, with only 21 of the original 826 households remaining to be relocated. Public housing residents have benefited from in-kind community services totaling more than \$8 million.



*The Housing Agency exceeded its Section 3 contracts award goal by 7% and new hire goal by 27%. Additionally, a revitalized job bank for Section 3 residents is expected to increase hiring.*



*A film crew gets ready to shoot one of the scenes of Luc Besson's *Transporter 2*. Last year, location filming in Miami-Dade contributed more than \$208 million to the local economy, a 25% increase over 2003. More than 3,500 location productions were filmed with still shoots contributing nearly \$87 million, television shows more than \$49 million, commercials more than \$45 million and feature films nearly \$27 million.*



## General Government (Enabling Strategies)

The County's Mission is to provide expertise and resources to support and facilitate excellent public service delivery. In 2004, the County worked aggressively to identify areas needing improvement and develop the necessary plans to increase efficiency and improve customer service. Improvements made it easier for residents to reach the County and receive needed services

through the use of advanced technology. Our local government has also placed a strong emphasis on ethics reform and has empowered the Ethics Commission and the Inspector General's Office to investigate allegations of fraud or corruption and educate the public and county employees on governmental ethics and accountability.

## Improving Customer Service

- The first ever Strategic Plan was released on September 21, 2004. The strategic plan provides direction to manage the programs and services that matter most to residents.
- A new resource allocation process, "Resourcing for Results," was implemented to align funding recommendations with priorities outlined in the Strategic Plan and departmental business plans. This process links resource allocations with performance measures and targeted results, promoting a Results-Oriented Government. "Resourcing for Results" eliminated across-the-board reductions by focusing on priority of services while producing a balanced budget without increasing the total County millage.
- The FY 2004-05 Adopted Budget improved the County's financial stability by reducing the reliance on limited-term revenue by 40% and internal transfers as a percentage of proprietary departments' budgets by 11%. The general fund emergency contingency reserve was continued for the second year and is projected to be \$25 million by the end of this fiscal year (Sept. 2005.)
- The Office of Strategic Budget Management (OSBM) distributed the initial Community Scorecard designed to provide residents a progress report on County services and programs while requesting feedback on the County's performance.
- MDPD trained 95 interested volunteers to serve as administrative personnel for the Police Department through the Citizens' Volunteer Program, contributing a savings of \$300,000.
- A Vendor Payment Inquiry system was implemented on the County's website providing suppliers the ability to inquire on the status of their invoices and payments. The system is also used internally by departments to answer questions related to invoice processing.
- DPM accomplished numerous process improvement and streamlining initiatives as noted below:
  - Reduced processing time for formal bids by shortening the bid response period from six weeks to three weeks (or four weeks depending on the complexity of the solicitation).
  - Reduced processing time for informal bids by shortening the bid response period from four weeks to two weeks (or three weeks depending on the complexity of the solicitation).
  - Reduced processing time by automatically extending bid opening dates two additional weeks for those solicitations where no bids are received, to avoid initiating a new procurement process.



*More than 12,000 front line county employees received Service Excellence training to make sure every employee upheld the County's Mission statement of "Delivering Excellence Every Day."*

- A Citizen Survey / Polling function was launched on the County's web portal providing citizens another means to communicate easily with County government and stay informed.
- The National Association of Counties (NACo) presented the County with 23 awards for successful implementation of projects that resulted in improved customer service and efficiency, significant revenue enhancement, and monetary savings.
- In October 2004, the National Purchasing Institute honored the Department of Procurement Management (DPM) with its prestigious 2004 Achievement of Excellence in Procurement Award, recognizing innovation, professionalism, e-procurement, productivity, and leadership.
  - The Housing Agency's Quality Assurance Inspection Unit and the Management Information Section received the 2004 Award of Merit from the National Association of Redevelopment Officials for its hand-held PC inspection systems significantly improving efficiency.
- Team Metro received recognition from the National Association of Counties (NACo) for the Melrose Credit Fair and the Making a Difference program.
- Miami-Dade Communications was recognized for excellence in communication and received a second place recognition from the Florida Government Communications Association Crystal Award for the FTAA Crisis Communication Plan and third place for the County's external newsletter, "Miami-Dade Now."



- The Building Department received NACo award recognition for the innovative e-Permitting program, allowing expedited plan review during the permitting process; and a Gold Circle Award from the National Roofing Contractors Association for the e-Roofing Permitting Application System.
- The Commission on Ethics and Public Trust received a NACo award for their Ethics Hotline.
- This past year, the Miami-Dade County Communications Department continually provided easily accessible information regarding County services and programs to residents through scheduled programming on Miami-Dade TV, the broadcast of Miami-Dade Board of County Commission meetings, translation of county materials into various languages, through advertisements in local publications and public service announcements with media partners.
- The Communications Department launched a countywide branding strategy and communications effort to inform residents about all programs and services offered by the County.
- The Department of Business Development conducted three Construction Management Training seminars for more than 130 small and minority construction related firms, and conducted three workshops on the County's Affirmative Action Plan and anti-discrimination ordinance.
- The Commission on Ethics and Public Trust processed more than 350 requests for ethics opinions and staged a series of debates on ethics and accountability for candidates running for countywide office. The Ethics Commission also published a report entitled, "A Community's Resolve to Restore Integrity, Accountability and Public Trust: The Miami-Dade Experience (1996 to present)" in an effort to measure the impact of ethics reforms and anti-corruption initiatives in Miami-Dade County.
- Miami-Dade was recognized by various prestigious organizations for its work in the areas of budgeting, procurement, performance improvement and strategic management just to name a few. Below is a list of some of the awards the County received in 2004:
  - The International City/County Management Association (ICMA) for Performance Measurement recognized Miami-Dade County for its efforts in measuring and improving local government performance.
  - The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to Miami-Dade County for the FY 2003-04 budget.
  - The Performance Institute recognized the County's outstanding contributions in performance-based management citing innovative use of performance measurement and community-driven planning.
  - The Florida Sterling Council recognized Miami-Dade County for organizational performance excellence through competitions in six Sterling Council regions around the State of Florida.



*The Department of Procurement Management (DPM) hosted a series of countywide meetings with vendors and businesses to discuss DPM performance and to identify vendor priorities.*



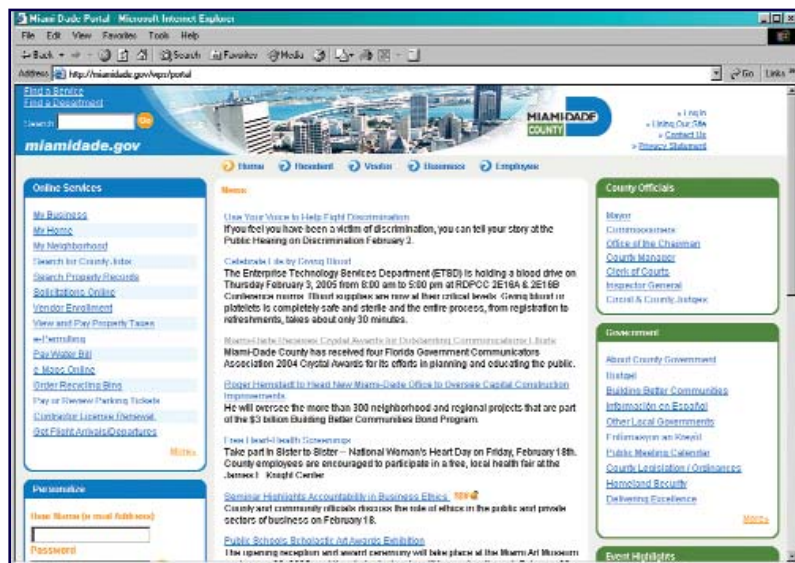
*Miami-Dade TV produces a segment for the County's English news show, Miami-Dade Now. Miami-Dade TV was recognized for outstanding government programming and received a first place award for a fire rescue public service announcement by the Florida Government Communicators Association Crystal Awards and a bronze Telly award for the talk show, "Downtown Dade."*



## Improving Government through the Use of Technology

- The Tax Collector's Office held the first online auction of delinquent tax certificates. More than 31,000 certificates were sold in less than four days, a process that usually takes 25 days. As a result of increased competition, the average interest rates paid by delinquent tax payers were significantly reduced to 0.96% as compared to 4.07% in 2003.
- The Finance Department increased the amount of wire disbursements to vendors more than 55% or \$1.3 billion, significantly reducing the amount of paper checks issued.
- The Department of Procurement Management (DPM) was honored for implementing "reverse auctions," an innovative online procurement method promoting efficiency and increased competition for vendors.
- DPM significantly increased usage of e-Procurement to reduce bidding periods by providing solicitations on-line.
- The Housing Agency utilized the first-ever Scantron technology in the development of housing applications, significantly reducing processing time and associated costs.
- The Office of Emergency Management (OEM) implemented the SNAPSHOT Damage Assessment Program on the County's web portal helping to determine where resources should be allocated after a disaster, based on the location of heavily impacted areas.
- Updated 800 MHz radios were distributed to OEM staff and the Radio Amateur Civil Services group to improve communication during an emergency.
- The Miami-Dade Public Libraries System introduced ASK-a Librarian, an 81-member statewide virtual reference service helping patrons find answers online.
- Miami-Dade Libraries received a \$250,000 grant to increase public access of the Library's networked resources and build a wireless infrastructure throughout all of its facilities. The Library system will also purchase 122 laptops for patrons to borrow.
- The Building Department launched eAppointments, allowing design professionals to discuss their plans with County plans examiners via e-meetings.
- Transit launched ePass, allowing a citizen to order Metrorail passes and parking permits online and accepting payments for completed orders.
- The Enterprise Technology Services Department (ETSD) and the Tax Collector's office offered residents and businesses the ability to make online e-Check payments for their property taxes online.
- The Employee Relations Department (ERD) installed an Interactive Voice Response system allowing applicants to view information on employment opportunities online reducing print advertising costs. ERD also launched a web-enabled recruitment management system, reducing the recruitment cycle from 95 days to 58 days.
- ERD converted all personnel and medical files, consisting of approximately 7 million documents, to electronic format.

- The Medical Examiner implemented Verti-Q, a web-based computer software system that will greatly enhance internal operations and provide the ability to share information with other agencies within the criminal justice system.
- The Building Department implemented a new website feature allowing residents to search building records for open permits by tax folio number, a new system to track and process unsafe structure cases more efficiently, and the ability to print Certificates of Occupancy/Completion.
- The Water and Sewer Department provided customers with the ability to pay their bill via the internet or through an interactive voice response phone system.



The Enterprise Technology Services Department (ETSD) successfully completed the migration of the Miami-Dade County Portal from its hosting site at IBM to the County's IT infrastructure, eliminating the hosting agreement with the vendor resulting in a \$360,000 savings.



Roofing Inspector Field Unit Supervisor enters inspection results into a hand held wireless computer from a jobsite, transmitting information immediately to the Building Department's webpage allowing customers to quickly access the information.



The Office of Emergency Management (OEM) completed installation of 90 new computers in the Emergency Operations Center (EOC).